



Using Strategic Environmental Communication for Behavior Change to Achieve USAID/Bolivia's Strategic Objectives & Intermediate Results

**Prepared for
USAID/Bolivia**

**Prepared by
Environmental Education and Communication (GreenCOM) Project**

June 2001

GreenCOM
Environmental Education and Communication Project

**Strategic
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TABLE OF CONTENTS

ACRONYMS.....	II
I. INTRODUCTION.....	1
II. CONCEPTUAL FRAMEWORK.....	1
A. COMMUNICATION FOR BEHAVIOR CHANGE - LESSON LEARNED.....	1
B. BOLIVIAN CONTEXT AND TRENDS.....	6
III. USAID/BOLIVIA STRATEGIC OBJECTIVE TEAMS.....	8
A. ENVIRONMENT SO TEAM.....	8
B. HEALTH SO TEAM.....	8
C. ECONOMIC GROWTH SO TEAM.....	8
D. COUNTERNARCOTICS SO TEAM.....	9
E. DEMOCRATIC INITIATIVES SO TEAM.....	10
F. FOOD SECURITY.....	10
IV. APPLICATIONS OF COMMUNICATION FOR BEHAVIOR CHANGE TO ACHIEVE USAID/BOLIVIA'S STRATEGIC OBJECTIVES AND INTERMEDIATE RESULTS PACKAGES.....	11
A. OVERVIEW.....	11
B. COMMUNICATION FOR TECHNOLOGY TRANSFER.....	15
C. COMMUNICATION TO DECREASE ENVIRONMENTAL POLLUTION AS A RESULT OF USAID/BOLIVIA'S TECHNOLOGY TRANSFER ACTIVITIES.....	15
D. COMMUNICATION TO STRENGTHEN MUNICIPAL AND LOCAL CAPACITY.....	15
E. COMMUNICATION AND SOCIAL MARKETING FOR BEHAVIOR CHANGE 'SUITCASES'.....	18
V. COMMUNICATION TACTICS TO INCREASE ACHIEVEMENT OF USAID/BOLIVIA's STRATEGIC OBJECTIVE AND INTERMEDIATE RESULTS PACKAGES.....	18

ACRONYMS

BOLFOR	Bolivia Sustainable Forestry Program, a USAID-funded project
CIES	Center for Investigation, Education, and Services
CONCADE	<i>Consolidación de los Esfuerzos del Desarrollo Alternativo</i> (Consolidation of Alternative Development Efforts, a Counternarcotics SO project)
CPC	<i>Centro para el Progreso de la Comunicación</i> (Center for Communication Progress, a Bolivian NGO associated with Johns Hopkins University)
DAI	Development Alternatives Incorporated
DDCP	Democratic Development and Citizen Participation Project
DEMOSOT	USAID Democratic Initiatives Strategic Objective
EE&C	Environmental Education and Communication
EG	Economic Growth USAID Strategic Objective
FAO	Food and Agriculture Organization of the United Nations
FDTA	<i>Fundación para el Desarrollo de Tecnologías Alternativas</i> (Foundation for Alternative Technology Development)
IR	Intermediate Result
MAPA	Market Access and Poverty Alleviation, an Economic Growth SO project
MSDP	Ministry of Sustainable Development and Planning
NGO	Non-Governmental Organization
OTB	Organizaciones Territoriales de Base (Territorial Organizations of the Base, local grassroots organizations)
PL 480	Public Law 480 - Food for Peace
PPL	Popular Participation Law
PROSIN	<i>Proyecto para la Salud Integral</i> (Integral Health Project)
REDESMA	<i>Red de Desarrollo Sostenible y Medio Ambiente</i> (Sustainable Development and Environmental Network)
RFS	Rural Financial Services (Economic Growth SO project)
SO	Strategic Objective
TCO	<i>Tierras Comunitarias de Origen</i> (Community Indigenous Lands)
TOT	Training-of-Trainers
UNDCP	United Nations Development Counternarcotics Program

I. INTRODUCTION

USAID/Bolivia contracted GreenCOM, the Environmental Education and Communication (EE&C) Project, to provide strategic technical assistance in how EE&C could help it achieve their Strategic Objectives (SO) and Intermediate Results (IRs). USAID/Bolivia requested that GreenCOM:

- 1) Conduct a participatory assessment of EE&C needs and opportunities;
- 2) Through a participatory process, develop an overarching EE&C conceptual framework and set of EE&C recommendations and implementation options for the Environment SO Team; and
- 3) Explore how EE&C could be used to strengthen collaboration within USAID/Bolivia (between USAID/Bolivia's Environment, Health, Democracy, Counternarcotics, Economic Growth, and Food Security SO Teams), as well as between USAID/Bolivia and its partners.

USAID/Bolivia's staff emphasized that they did not want new initiatives or projects. Rather, this consultancy was to *provide practical, achievable tools to strengthen existing capacity and on-going activities of the SO Teams and their partners.*

This document describes the ways strategic communication can develop stronger collaboration within USAID/Bolivia and support the achievement of its Strategic Objective Framework and Intermediate Results.

A companion document, "Environmental Education and Communication (EE&C) for Behavior Change, Its Role in Achieving the Management of Forest, Water, and Biodiversity Resources for Sustained Economic Growth in Bolivia", describes the results of the Participatory EE&C Assessment and the Environmental SO EE&C conceptual framework and recommendations developed as a result of the assessment.

II. CONCEPTUAL FRAMEWORK

A. COMMUNICATION FOR BEHAVIOR CHANGE - LESSON LEARNED

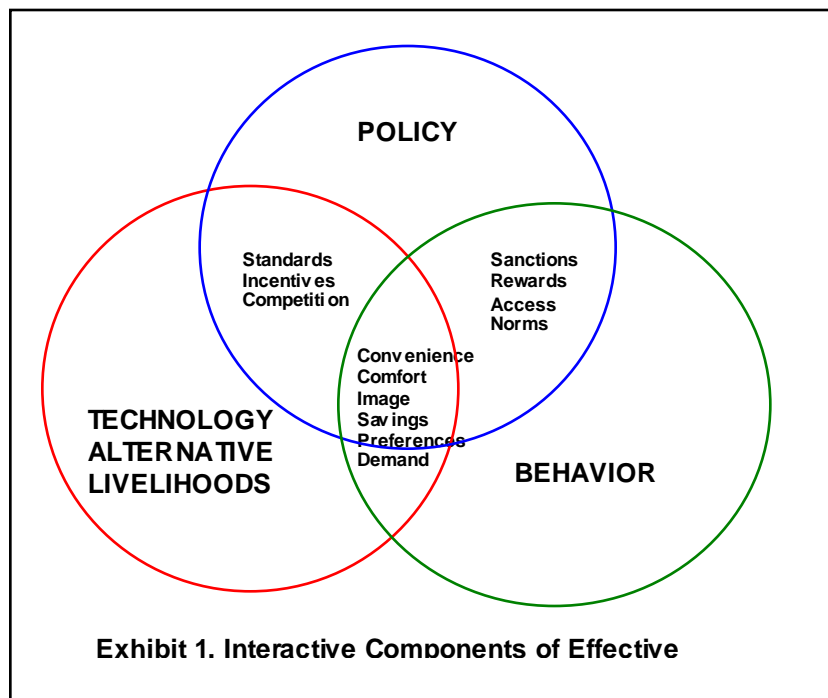
Strategic communication for behavior change is a proven, effective tool to promote, shape, and maintain the actions necessary for the management of natural resources in a way that provides sustained economic growth.

GreenCOM was started by USAID in 1993 with the mandate to apply a set of social marketing and communications techniques to environmental issues. These techniques had proven to be powerful tools for behavior change in family planning, public health, and agricultural technology transfer. USAID believed that they could be equally successful in changing the complex set of behaviors needed for sustainable natural resource management, biodiversity conservation, and

industrial and urban pollution. With this mandate, GreenCOM drew on four complementary disciplines in its approach - *social marketing, environmental communication, environmental education, and public participation*. The project has had the opportunity to apply this approach in 28 countries and has demonstrated that EE&C can improve the impact, increase participation in, and positively influence helpful actions in environmental and natural resource management programs throughout the world¹. As a result, communication and social marketing would be particularly useful to help USAID/Bolivia achieve their Strategic Objectives and Intermediate Results.

Over the last decade, the scientific study of communication and social marketing to promote behavior change has developed a set of international standards and lessons learned. The most recent experiences in Latin America, specifically in El Salvador, Ecuador, Panama, and Nicaragua, are particularly relevant to Bolivia. The following summarizes the lessons learned that are particularly important in the Bolivian context.

- **Address Policy, Technology, And Behavior:** Successful behavior change strategies address these three interactive components. The scientific study of communication and behavior change over two decades has demonstrated that programs are most effective when they anticipate and even influence the dynamics between these three broad areas. (Exhibit 1 illustrates the interactivity of these three components.)



Bolivia has made great strides in creating new policies that support sustainable resource use goals. During the mid-1990s, the Bolivian government passed a number of new laws and regulations - forestry, education reform, popular participation, administrative decentralization, and capitalization - that impact upon and provide opportunities for the

¹ Brian A. Day and Martha C. Monroe, Editors, "Environmental Education and Communication for a Sustainable World, Handbook for Practitioners" (USAID/Academy for Educational Development, 1999).

USAID/Bolivia Strategic Objective Framework. Recent adjustments in the Agrarian Reform Law (INRA), particularly the incorporation of indigenous territories (TCOs) as a class of communal property, also have implications for USAID/Bolivia. These policies and laws imply a profound transformation in the Bolivian political, social, economic, and environmental management systems. The challenge is to build on and support these new policies and regulations, particularly those that enhance citizen participation, equity and poverty alleviation.

Strategic communication for behavior change can create a broader awareness of these laws and regulations and the rights and responsibilities they entail. It can motivate an informed civil society to call for equal application of these laws. It can promote, accelerate, and strengthen technology transfer and the adoption of alternative livelihoods. Finally, it can support groups and individuals as they try, adopt, maintain, and advocate for sustainable natural resource use actions.

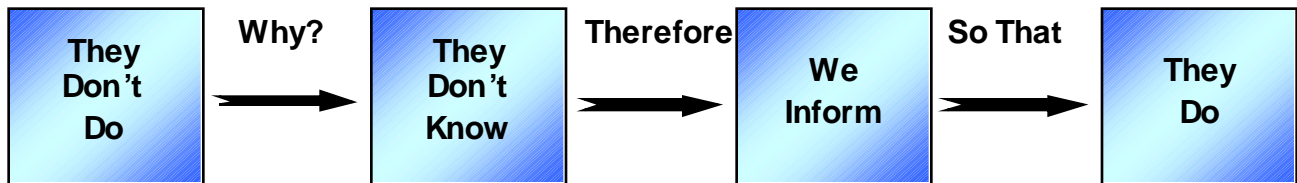
- **Focus On Behavior:** Successful communication for behavior change strategies focus on environmentally helpful actions and the factors that influence them. ***Information, knowledge and positive attitudes are not enough to affect behavior change.*** Experience from thousands of public information campaigns has shown that raising public awareness or fostering positive attitudes about a problem or issue does not ensure that people will act on that knowledge, even if they believe they should. Despite increased knowledge and positive attitudes, many people still act in ways that they know they shouldn't.

The most ***effective behavior change programs address the specific factors that influence people's actions or inactions.*** These factors will vary. In some cases, ***laws and policies*** may not exist or existing laws may hinder the adoption of the desired actions. In other cases, people may not have the ***technologies or alternative livelihoods*** that will enable them to change. People may lack the ***skills*** they need to correctly perform the desired actions. ***Social norms*** may pressure people to act in undesired ways. In some cases, behavior does not need to be changed, but rather it needs to be consolidated and reinforced. In others, new behaviors need to be generated.

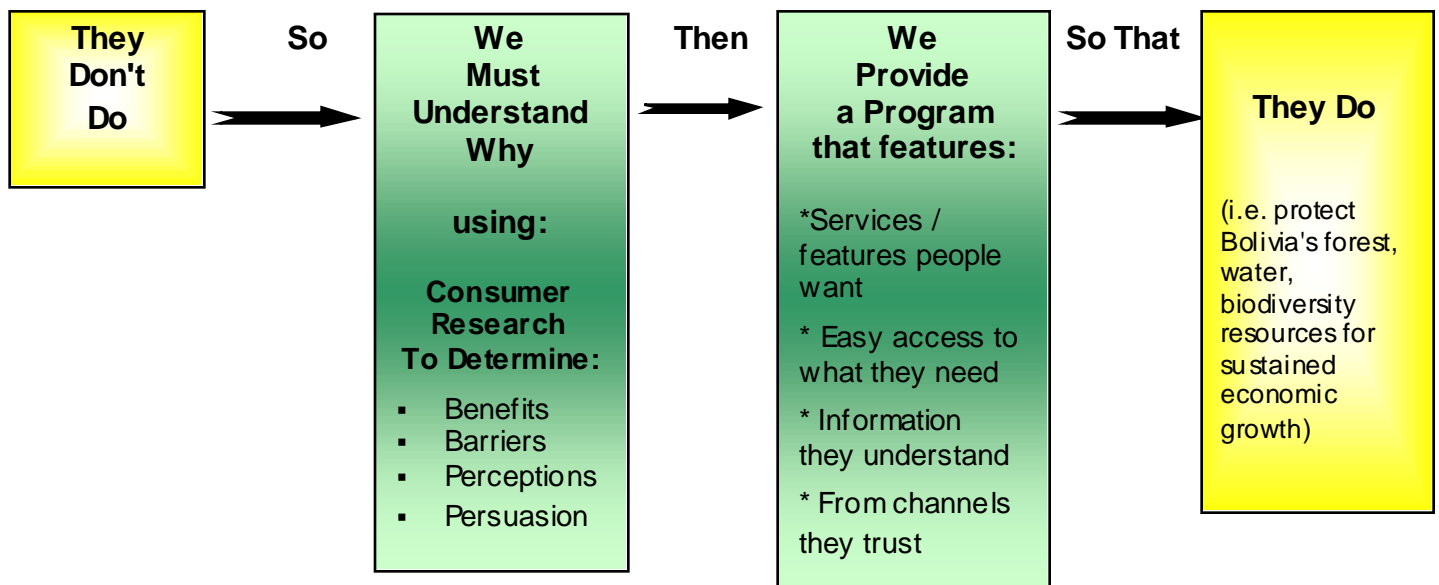
Effective behavior change programs ***use audience research findings to identify the specific factors that most influence the desired actions.*** They can then develop comprehensive strategies that address these factors - increase awareness, build skills, develop better products and services, make better policies, and build social support systems (media, groups, neighborhoods, religion, schools, communities) that reward and reinforce these desired behaviors. (Exhibit 2 depicts the basic premises of both the Information and Behavioral Models of Behavior Change.)

EXHIBIT 2 THE INFORMATIONAL AND BEHAVIORAL MODELS OF BEHAVIOR CHANGE

Information Model



Behavioral Model



- **Put The Audience In The Driver's Seat:** Successful communication for behavior change strategies are audience-driven, rather than educator/technician, materials, or event-driven. A critical stage in the Behavioral Model is *audience research*. Communication for behavior change uses audience research (qualitative, quantitative, and participatory techniques) to understand why people do what they currently do and what specific factors must be addressed through the program components to influence those actions. Effective communication for behavior change uses audience research to listen to and understand what the target audience wants and needs, and then tailors the program components to meet those needs.
- **Apply A Systematic Communication Process:** Successful behavior change communicators apply a systematic process that includes five steps - assess, design/plan, pretest and refine, implement, and monitor/evaluate. This process, illustrated in Exhibit 3, creates *two-way, participatory communication* with target audiences and permits communicators to refine the strategy over time in response to target audiences' changing needs.

EXHIBIT 3 THE ENVIRONMENTAL COMMUNICATION PROCESS



- **Repeat A Coherent Core Of Messages Many Times Through Integrated Channels:** Successful behavior change communication strategies identify and repeat a coherent core of messages frequently enough that the target audience(s) can be exposed to, understand, and act on them. Mass media, print, and interpersonal communication are integrated with and support the development and provision of services, technologies, and products that provide alternatives to environmentally unfriendly behavior.
- **Use Persuasion:** Successful behavior change communication strategies use persuasion, *emphasizing the benefits* target audiences will receive from their new actions. Communication can increase people's perceptions of the benefits and lowers perceptions

of the cost of specific environmental actions. Effective communication speaks to the heart as well as the mind.

- **Take A Long Term Strategic Approach:** Successful behavior change communication strategies provide sufficient time for people to become aware of the need to take the desired actions and to try, adopt, and maintain these behaviors over time. Successful strategies also provide enough time to influence behavior change in sufficient numbers of people to have a real, significant impact on the problem.

B. BOLIVIAN CONTEXT AND TRENDS

Bolivia presents a unique challenge. On one hand, it is one of the *world's richest countries, in regards to natural resources and biodiversity*. Bolivia's tropical Andes are a Conservation International 'hotspot', "the epicenter of global biodiversity". Bolivia was the source of many of the world's popular crops such as potatoes, maize, sweet potatoes, tomatoes, beans, cocoa, and pepper. Forests cover one half of the country (53,000,000 hectares). Bolivia also contains many mineral resources (tin, gold, silver, lead, copper, potassium, and lithium) and deposits of oil and natural gas.

On the other hand, **Bolivia is also one of the world's poorest countries**. With an estimated annual per capita income of \$1,040.00 (1999), it is the poorest country in Latin America and the third poorest in the hemisphere. Bolivia also has one of the highest per capita dependencies on foreign funds in the hemisphere. The total debt to export ratio is almost 4 to 1 and debt service accounts for a staggering 32% of export revenues. This debt burden remains one of the most significant impediments to economic growth. Historically, Bolivia's economy was linked to silver and tin mining; today natural gas, iron, manganese, and petroleum have supplanted ores as the primary mineral exports of the country. Natural gas is the largest source of legal export income. This history has created a widespread extractionist attitude towards natural resource management.

Agriculturally, Bolivia remains a subsistence country. Agricultural exports are dominated by cotton and soy, with smaller amounts of coffee and sugar. However, until recently, illicit exports of coca products exceeded all legal agricultural exports combined. In the late 1980s, an estimated one-third of the Bolivian work force was dependent on the illicit production and trafficking of cocaine. Currently, coca production has been eradicated in the *Chapare* region and the Government of Bolivia (GOB) is increasing efforts to decrease production in the *Yungas* region to legally established quotas.

With an estimated total population of eight million people, Bolivia is relatively thinly populated. This population is extremely heterogeneous. Historically, 50%-60% of the Bolivian population was said to be indigenous, 35% *mestizo*, 1% of African heritage, and the remainder of European extraction. Most of the indigenous peoples spoke either *Quechua* or *Aymara* as a first language and strongly resisted cultural change. There are an additional 250,000 lowland indigenous peoples representing 35 groups (*Guaraní*, *Chiquitanos*, and *Mojeños* being the largest) most of whom preserve their nomadic hunting and gathering traditions. However, these are cultures in

transition. In a recent USAID Democratic Initiative study², approximately 60% of the interviewees self-identified themselves as *mestizo*, approximately 25% white, and only 10% indigenous.

There are three major cultural areas – the high plains (*altiplano*), the high valleys, and the lowlands (*tropico*). The *altiplano* and valleys support 70% of the people and for centuries has been the country's most densely populated area. Colonization to the northern and eastern areas of the country has created and continues to create pressure on sustainable natural resource management and biodiversity conservation. Bolivia is also undergoing rapid urbanization; more than 60% of Bolivians now live in urban areas.

There is great inequity between social sectors. In some rural areas, extreme poverty prevails. Roughly 44% of the population depends on agriculture for a living, but degradation of cleared forest areas and soil erosion has resulted in low productivity. There is an increasing urban migration resulting in greater poverty concentrations in urban areas. It is evident that the needs of the poor place heavy pressure on the environment. Increasing large scale exploitation of forests, fossil fuels, minerals and extensive monocultures are resulting in serious environmental degradation. There is ample evidence that Bolivia's natural resources are at great risk and that urban and industrial pollution is a growing problem.

Progress is being made in some areas, however. For example, through the assistance of BOLFOR, a USAID/GOB project, Bolivia is the leading tropical American country in sustainable forestry. The area of Bolivian forests internationally certified as "well managed" should reach 2,500,000 hectares by 2004. In spite of this progress, each year approximately 0.3% of Bolivia's forest is converted to agricultural use, much of which is unsustainable. The Ministry of Sustainable Development and Planning was created in 1993 and has the mandate to promote sustainable development. During the mid-1990s, the Bolivian government also passed a number of new laws and regulations - Forestry, Education Reform, Popular Participation, Decentralization, and Capitalization. Recent adjustments in the Agrarian Reform Law (INRA), particularly the incorporation of indigenous territories (*TCOs*) as a class of communal property, also have implications for sustainable development in Bolivia. These policies and laws imply a profound transformation in the Bolivian political, social, economic, and environmental management systems.

In 1997 Bolivia became an associate member of MERCOSUR and Bolivia's neighbors represent the fastest growing export market. Capitalizing on this opportunity will be critical to create the growth needed to alleviate pervasive poverty. With 65% underemployment and widespread poverty, Bolivia must promote greater value-added production in labor-intensive enterprises.³

² Mitchell S. Seligson, "The Political Culture of Democracy in Bolivia" (University of Pittsburgh in collaboration with Encuestas y Estudios, La Paz, Bolivia; 2000).

³ "USAID Bolivia Strategic Plan FY 1998 – 2002".

III. USAID/BOLIVIA STRATEGIC OBJECTIVE TEAMS

The following is a brief description of the USAID/Bolivia Strategic Objective Teams, their projects, and their experience with EE&C.

A. ENVIRONMENT SO TEAM

As of April 2001, the Environment Strategic Objective is ‘forest, water, and biodiversity resources managed for sustained economic growth’ through three Intermediate Results (IRs): 1) Sustainable management of natural forests in the Bolivian lowlands; 2) Adequate management of protected areas; and 3) Improved environmental management of urban and industrial pollution. The Environment Team projects and EE&C activities are described in detail in the document “EE&C for Behavior Change, Its Role in Achieving the Management of Forest, Water, and Biodiversity Resources for Sustained Economic Growth in Bolivia.

B. HEALTH SO TEAM

The goal of this Strategic Objective is to improve the health of the Bolivian population through three IRs: 1) improved child survival and reproductive and sexual health practices of Bolivian women, 2) improved quality and increased coverage of community health care established by local governments and nongovernmental organizations; and 3) a decentralized and participatory health care system. The Health SO partners, *Proyecto de Salud Integral* (PROSIN), PROSALUD, the Center for Research, Education and Services (CIES), the Program for Health Coordination (PROCOSI), Global Field Support (GFS), and Population Services International (PSI), have a great deal of experience in communication, social marketing, and community mobilization to change behavior. The Health SO also supports an innovative program that the MOH is implementing through the Bolivian Armed Services, the ‘Health Sentinel Program’. All military recruits receive weekly presentations using a basic flipchart as an audio-visual aid on health themes and the specific actions they and their families should take to prevent disease and maintain their health. The health content is creatively presented within a military cultural framework and vocabulary. Viruses are referred to as ‘the enemy army’ and vaccinations are ‘our military’s arms to protect our families’. A few environmental messages have been integrated into this program.

C. ECONOMIC GROWTH SO TEAM

The goal of this Strategic Objective is increased income and employment for Bolivia’s poor with emphasis on targeted communities through four IRs: 1) increased access to financial services in urban and rural areas; 2) increased access to technology and marketing services (including increased coverage of sustainable secondary level organizations providing technology and marketing services); 3) improved productive infrastructure in rural areas (including establishing and strengthening local organizations for the operation and maintenance of productive infrastructure); and 4) GOB reform of the education sector, specifically increased school attendance especially among girls. It is also designed to address three key constraints that perpetuate rural and urban poverty: 1) limited access to financial services by the poor in urban and rural areas; 2) the need for enhanced income opportunities for the rural poor through the

production and marketing of high-value agricultural commodities; and 3) low levels of primary school enrollment, especially among girls in poverty stricken areas of the country.

This SO has two basic programs – Market Access and Poverty Alleviation (MAPA) and Rural Financial Services (RFS). MAPA catalyzes and supports the establishment and strengthening of companies and businesses that reduce costs and increase competition in the production and marketing of specific products and agricultural production – from information exchange to the final marketing of the product. RFS supports the expansion and improvement of opportune, efficient, and sustainable financial services to more people, especially in rural areas. Neither program has a communication component or staff. The recent “Micro Finance Environmental Study” (Chemonics International, Inc., 2001) provided several excellent recommendations about how to integrate environmental issues into this SO.

D. COUNTERNARCOTICS SO TEAM

This SO closely mirrors the GOB’s Dignity Plan to remove Bolivia from the coca/cocaine circuit by 2002. The goal of this Special Objective is to eradicate coca production in the *Chapare* by providing and supporting *Chapare* families with lawful economic alternatives and developing sustainable market linkages for alternative development (AD) promoted products. The Special Objective indicators include 1) increased numbers of farm families in coca-free areas receiving alternative development assistance; 2) increased number of businesses operating in and serving the *Chapare* utilizing licit products or supplying licit agro-businesses; and 3) increased wholesale value of licit produce leaving the *Chapare*. Since the beginning of 2000, these projects are expanding into the *Yungas* where the illicit coca cultivation has extended beyond the established quotas for licit traditional coca production.

This SO supports two projects. The Consolidation of Alternative Development Efforts (CONCADE) Project promotes technology transfer and marketing of agricultural products that provide alternatives to illicit coca production, specifically bananas, pineapples, black pepper, and palm heart. The UNDCP/FAO/CONCADE Agroforestry Project, *Jatun Sach’a*, promotes technology transfer and marketing of sustainable forestry products. A complementary USAID Washington-funded project, PROLECHE, is a dairy improvement project.

CONCADE has focused their education and communication activities primarily on extensionist and other human resource training. However, they are in the process of strengthening this project component. The CONCADE Education Coordinator has developed a draft “Education, Training, and Communication Strategy” and presented it to the CONCADE Board of Directors. The project is also hiring at least one new staff person who will focus on how to utilize local radio stations to support the project goals. The report, “The Program for Environmental Activities and Monitoring for CONCADE”, conducted by the project contractor, Development Alternatives Incorporated (DAI), recommends developing an environmental education and communication component to strengthen the project.

The UNDCP/FAO/CONCADE Agroforestry Project has had a strong Education and Communication Unit for several years. They are now in the process of evaluating, refining, and consolidating the lessons learned from these activities.

With the interest in refining and consolidating the education and communication lessons learned from the UNDCP/FAO Project, in expanding and strengthening EE&C within CONCADE, and the expansion of the Alternative Development Program into the *Yungas*, this is an extremely opportune time to conduct a more in-depth EE&C Assessment in the *Chapare* and the *Yungas* and to develop a unified Communication Strategy for the Alternative Development Program.

E. DEMOCRATIC INITIATIVES SO TEAM

The goal of this SO, DEMOSOT, is to strengthen the social base of democracy and broad governance through three IRs: 1) key elements of rule of law become more transparent, efficient, effective, accountable and accessible; 2) single member districts are more responsive to constituent needs and demands; and 3) local governments effectively respond to citizen needs and demands, including that municipal governments become increasingly capable of effective management with a high degree of citizen participation.

DEMOSOT works through the Democratic Development and Citizen Participation Project (DDCP) to support the Popular Participation Law (PPL) through increasing civil participation in municipal action and strengthening the capacity of national, regional, and local governmental institutions to respond to mutually agreed citizen demands. In Phase I, DDCP worked with 15 municipalities and initiated expansion to 60 more. Phase II (October 2001-August 2002) seeks to replicate and expand the model developed in the first phase to the national level - through municipality associations and *Mancomunidades*. This phase will extend project activities into the *Yungas* area of the country. It will also seek to apply the model to urban municipalities and to increase the number of women who participate in local government. In Phase III (August 2002-September 2005), DDCP will consolidate the experience and lessons learned from the past eight years particularly with municipal associations and *Mancomunidades*, and expand and emphasize work with urban municipalities.

DEMOSOT and DDCP have expressed a great deal of interest in strengthening local capacity for sustainable natural resource management and biodiversity conservation. EE&C can provide the methods, tools, and materials to develop and strengthen this local capacity.

F. FOOD SECURITY

The Food Security program is funded through PL480 Title III Program. Food Security has recently reorganized their projects into three areas: 1) Rural Income and Infrastructure; 2) Mother and Child Health; and 3) Community Natural Resource Management including watershed, agricultural production, and grazing management. USAID/Bolivia will be contracting four local NGOs to conduct these activities in priority food security areas between La Paz and Tarija.

Food Security Team members have expressed interest in providing training with guided practice (learning by doing) to strengthen the implementing NGO communication capacity. Strengthening capacity within these NGOs can significantly increase the achievement of the Food Security program objectives.

IV. APPLICATIONS OF COMMUNICATION FOR BEHAVIOR CHANGE TO ACHIEVE USAID/BOLIVIA'S STRATEGIC OBJECTIVES AND INTERMEDIATE RESULTS PACKAGES

A. OVERVIEW

The overall *link between USAID/Bolivia's Strategic Objective Teams is the relationship between Bolivians' natural resource management and the resulting impact on their income and health*. The challenge is to empower Bolivians to match land-use to land-capability in a way that creates tangible positive and sustainable economic and social benefits, including improved maternal-child and community health.

- **Technology Transfer:** Except for Health, all of USAID/Bolivia's SO Teams are involved in the transfer of technologies related to agriculture, forestry, watershed and other natural resource management. Many of the SO Team projects involve creating or strengthening new businesses and services that support and create markets for these technologies.
- **Increased Environmental Pollution as a Result of Technology Transfer:** The new technologies and businesses promoted and supported by USAID SO Teams have the *potential to increase the pollution of natural resources and pressure on biodiversity if they do not integrate cleaner production concepts and techniques*. Many agricultural technology transfer projects encourage the use of pesticides and herbicides. Pollution and inappropriate pesticide use can have a significant negative impact on maternal-child and community health.
- **Strengthened Municipal and Local Capacity:** All of the SO Teams explicitly include strengthened local institutional and community capacity in their Intermediate Results.

The following graphic illustrates some of the specific issues on which there is significant overlap and potential for the collaborative application of communication and social marketing to achieve USAID/Bolivia's Strategic Objectives and Intermediate Results.

Common Issues of USAID/Bolivia' Strategic Objective Teams

Issue	Environment Sustainable Forestry	Environment Protected Area Management	Environment Clean Production	DEMOSOT	Economic Growth	Counter Narcotics/ Alternative Development	Health	Food Security
Medical Waste			X	X			X	
Mining Production Pollution (lead, arsenic)	X	X	X	x	X	x	1	X
Appropriate Pesticide Use	X	X	X		X	X	1	X
Sustainable Agricultural Technology Transfer		Park Buffer Zones and Reserve	Agro-businesses		X	X	1	X
Sustainable Agro-forestry Technology Transfer	X	Park and Reserve Buffer Zones	Agro-businesses	x	X	X	1	X
Strengthened Municipal Capacity	2	2	2	X		x	1	X
Watershed / Water Management	X	X	Industrial Pollution	X	X	X	X	X
Adequate Park and Reserve Management	X	X	Industrial Pollution	X		x	1	x
Increased income from sustainable resource management, biodiversity conservation, & clean production	X	X	X	X	X	X	1	X

X - Major Emphasis

x – Less emphasis

1 Effects on Maternal-Child and Community Health

2 Effects in relation to sustainable forest and water resource management and biodiversity conservation.

B. COMMUNICATION FOR TECHNOLOGY TRANSFER

As mentioned, all of USAID/Bolivia's SO Teams, except for Health, are involved in the transfer of technologies in agriculture, forestry, watershed, and other resource management. Many of the SO Teams are involved in the creation or strengthening of small businesses that support and create markets for these technologies. Technology transfer and the adoption of new production and marketing systems can have a negative impact on the health and welfare of women and children. *Communication and social marketing have been demonstrated to be powerful tools to accelerate and improve the technology transfer process and to ensure that gender equity is specifically addressed within that process.*

A standardized, systematic technology transfer methodology and tools would reduce duplication and make USAID SO Teams' work more effective and efficient. They would ensure that gender equity is addressed in all of the Missions technology transfer programs and projects. In the short-term, SO Team partners involved in technology transfer could conduct a Technology Transfer Round Table Workshop to share technologies, methodologies, tools, and materials. This could initiate an on-going process of exchange and promote the development a standardized, systematic technology transfer methodology and tools. This workshop would also be most useful to the Food Security Team whose partners are initiating technology transfer activities in areas that other SO Teams are already working in.

C. COMMUNICATION TO DECREASE ENVIRONMENTAL POLLUTION AS A RESULT OF USAID/BOLIVIA'S TECHNOLOGY TRANSFER ACTIVITIES

As previously mentioned, the new technologies and businesses promoted and supported by USAID SO Teams have the *potential to increase the pollution of natural resources and pressure on biodiversity if they do not integrate cleaner production concepts and techniques.* CPTS should conduct a one-day Cleaner Production Seminar for USAID/Bolivia SO Teams and their relevant partners to: 1) introduce cleaner production concepts and technologies; 2) identify areas where USAID/Bolivia's technology transfer activities could potentially increase pollution of water and other resources; and 3) identify what collaborative activities could be conducted to reduce or prevent that pollution. The Pesticide Use Communication Toolbox discussed in the next section would be a cost-effective, efficient way to address the issue of appropriate pesticide usage within all of USAID/Bolivia's SO Team projects.

D. COMMUNICATION TO STRENGTHEN MUNICIPAL AND LOCAL CAPACITY

The most cost-efficient and effective way USAID/Bolivia SO Teams could use the power of communication and social marketing to achieve its Strategic Objectives and Intermediate Results would be to develop *Communication Toolboxes* on specific issues related to technology transfer, strengthened municipal and local capacity, pollution, and appropriate pesticide use.

The term **Communication Toolbox** refers to a packaged set of communication and social marketing tools and materials that are **designed to increase, strengthen, and support local action** by Municipal Associations, *Mancomunidades*, municipalities, and local groups and individuals. They would be designed through a participatory process and formative research

with the target audience and rigorously pretested to ensure that they are understandable, attractive, relevant to, and actionable by, the people within that specific audience.

A Communication Toolbox could be developed by one SO Team and reproduced and implemented by other SO Team Partners and projects. Collaborative, inter-SO Team Partner Training-of-Trainers (TOT) Workshops would provide skills-based training on how to use the toolboxes and provide the opportunity to strengthen networking, cooperation, and collaboration between these projects. This would significantly decrease duplication and costs of the design and production of materials, strengthen collaboration and synergy between USAID/Bolivia SO Teams, and standardize the core of coherent communication messages that the target audiences receive from a wide variety of channels.

The Communication Toolbox would include a ‘User’s Guide’ that describes the *participatory methodology that would be employed to assist the target audience to identify, develop consensus for, and take specific actions*. Depending on the target audience and the communication objective, Communication Toolbox materials might include workbooks or checklists, posters, pamphlets, videos, and radio materials and scripts that could be adapted by local radio stations. It would also include ideas for other complementary activities that can be developed using a participatory process with departmental, municipal, community-based groups, and other local stakeholders.

The Communication Toolboxes could also be reproduced and implemented by Bolivian governmental institutions, NGOs, and other international donor projects working on the same environmental issue or in the same geographical area.

Specific Communication Toolboxes that would most help USAID/Bolivia achieve their Strategic Objectives and Intermediate Results include:

- **Municipal Environmental Action EE&C Toolbox:** This toolbox could include: 1) *Ordenamiento Ambiental Municipal* - a practical, participatory methodology that provides a background in sustainable resource management and a format to develop a Municipal Action Plan (Local Agenda 21); 2) *Rapid Environmental Impact Assessment* – a simple tool (checklist) that enables municipalities to apply an environmental impact assessment to their local projects and activities; 3) *¿Qué Podemos Hacer?* - a practical tool and methodology that empowers community-based groups to identify an environmental problem and take action to solve it.
- **Municipal Cleaner Production Communication Toolbox:** This toolbox would provide the methodology, tools, and materials needed to develop and implement Municipal Cleaner Production Certification Program wherein businesses would be motivated to comply with cleaner production criteria in order to be certified by the municipality. CPTS could provide overall technical support and training. NGOs and universities could assist in providing technical assistance and support to small and medium-sized businesses.
- **Safe Pesticide Use Communication Toolbox:** This toolbox would provide a participatory methodology, tools, and materials that would assist local groups to identify

and take action in regards to the appropriate and safe use, application, and storage of pesticides.

- **Communication for ACTION Toolbox:** This toolbox would provide a participatory process and tools that assist interdisciplinary, inter-institutional, and multi-level groups to identify, negotiate, and prioritize the specific actions they will take to reach their goal, and to monitor the adoption and impact of those actions. This process results in an observation checklist of actions (or results of these actions) that the group and others can use to subjectively monitor and evaluate the impact of their activities.
- **Awards Scheme Toolbox:** This toolbox would provide a practical, effective methodology, tools, and materials to develop an awards program that uses a social mobilization approach to increase environmental action in a wide range of stakeholders.
- **Fire Prevention Communication Toolbox:** This toolbox would include a participatory, collaborative methodology, tools, and materials that help a team of key stakeholders (representatives of the national and departmental governments, *Mancomunidades*, municipalities, NGOs, technicians, local media, appropriate private sector businesses, ranchers, and farmers – men and women) to *develop a new system that supports controlled burning*. Through the participatory process the team would: 1) Identify, prioritize, and agree upon the specific actions necessary for controlled burning; 2) Create a system that lowers barriers to and increases benefits for controlled burning; 3) Develop an implementation plan that would include, among other activities, the promotion and training necessary to support this new system.
- **Watershed and Water Management Communication Toolbox:** This toolbox would provide a participatory process, tools, and materials that would assist municipalities and *Mancomunidades* to identify, negotiate, and take actions for the sustainable management and conservation of local watershed and water resources.

The following table illustrates which SO Teams/Partners might find these toolboxes most useful:

SO Team	Municipal Environmental Action Toolbox	Municipal Cleaner Production Toolbox	Safe Pesticide Use Toolbox	Communication for ACTION Toolbox	Fire Prevention Toolbox	Watershed & Water Management Toolbox	Awards Scheme Toolbox
<u>Environment</u> Sustainable Forestry	X	X	X	X	X	X	X
<u>Environment</u> Biodiversity Conservation	X		X	X	X	X	X
<u>Environment</u> Cleaner Production		X	X	X			X
DEMOSOT	X	X		X		X	X
Health		X	X	X		X	X
Counternarcotics/ Alternative Development	X	X	X	X	X	X	X
Economic Growth			X	X		X	
Food Security	X	X	X	X	X	X	X

E. COMMUNICATION AND SOCIAL MARKETING FOR BEHAVIOR CHANGE ‘SUITCASES’

A final, cost-efficient and effective way USAID /Bolivia SO Teams could use communication for behavior change would be to *distribute a Communication and Social Marketing ‘Suitcase’*. The suitcase would contain a set of state-of-the-art international and Bolivian resource materials (print, video, and CDs) related to technology transfer, natural resource use, and environmental communications and social marketing. It could be distributed to SO Team partners and projects and used as references by their staff, counterparts, and stakeholders.

V. COMMUNICATION TACTICS TO INCREASE ACHIEVEMENT OF USAID/BOLIVIA'S STRATEGIC OBJECTIVE AND INTERMEDIATE RESULTS PACKAGES

The following matrices suggest tactics that each SO Team could take to strengthen existing capacity and on-going activities of their projects and partners in a way that would develop stronger collaboration and support for the achievement of their Strategic Objective and Intermediate Results. The GreenCOM consultancy recommended strengthening Bolivian communication and social marketing capacity in four general areas:

- **Inter-Action:** Increasing exchange, networking, coordination, and collaboration;
- **EE&C Capacity Building:** Strengthening skills in existing governmental, NGO, and private sector personnel;
- **Participation for Local Environmental Action:** Strengthening local capacity to manage natural resources and conserve biodiversity for sustained economic growth; and
- **Mass Communication:** Strengthening the systematic, effective use of mass media to reach large numbers of Bolivian with a coherent set of sustainable natural resource use messages. The consultancy specifically recommended implementing a national Sustainable Development and Environmental Awareness and Media Advocacy Campaign. This campaign would increase the awareness, knowledge, and advocacy necessary for sustainable natural resource management. It would also promote the benefits that sustainable management of natural resources and biodiversity provide to national, municipal, and family economies and well-being.

The proposed tactics are presented in the page that follows and organized into these four areas.

Democratic Initiatives			
Inter-Action	Capacity Building	Participation for Local Environmental Action	Mass Communication
<p>1) Link and create information bases between REDESMA and the Municipal Information System.</p> <p>2) Develop a package of information (brochures or pamphlets) that provide information about sustainable resource management and cleaner production resources (technical assistance and training) and distribute them through the Rural Finance Services (RFS) and DDCPs Popular Participation Support Fund when lenders receive their loans. Both RFS and the Support Fund are providing financing to local organizations, groups, and individuals (<i>Mancomunidades</i>, municipalities, farmers, etc.) for activities that involve natural resource management.</p> <p>3) Integrate specific questions on sustainable resources management and biodiversity and their role in the democratic process in the "Political Culture of Democracy" Annual Study.</p> <p>4) Distribute Communication and Social Marketing for Behavior Change 'Suitcases' to the central and regional DDCP Offices.</p>	<p>1) Conduct TOT for Partners, in coordination with other SO Teams, on the use of appropriate Communication Toolboxes.</p> <p>2) Train DEMOSOT partners in technical issues relating to the sustainable use of water and forest resources, biodiversity conservation, and cleaner production and EE&C techniques that can be used to promote these with Municipal Associations, <i>Mancomunidades</i>, municipalities, and OTBs.</p> <p>3) Integrate local environmental information into DDCP's '<i>Modelo de Encuesta de Decisiones Concurrentes</i>' to strengthen data-based decision making in annual plans and programs.</p> <p>4) See #3 under Economic Growth.</p>	<p>1) Develop (or reproduce) and implement Communication Toolboxes, particularly the <i>Municipal Environmental Action Toolbox</i>.</p> <p><i>Other Toolboxes that would be useful to the DDCP Team include:</i></p> <p><i>Municipal Cleaner Production Communication Toolbox</i></p> <p><i>Communication for ACTION Toolbox</i></p> <p><i>Watershed & Water Resource Management Communication Toolbox</i></p> <p><i>Awards Scheme Toolbox</i></p>	<p>1) As part of the national Sustainable Development and Environmental Awareness and Media Advocacy Campaign, promote and model the role municipalities and <i>Mancomunidades</i> have in sustainable resource management and biodiversity conservation. Promote the benefits received by the municipalities as a result of these actions.</p> <p>2) Use local mass media, particularly radio, to:</p> <p>Promote the adoption of municipal sustainable natural resource management actions, emphasizing the benefits they provide.</p> <p>Motivate specific municipal actions in a timely way, for example, the time and place to meet to participate in the Municipal Action Plan.</p> <p>Reinforce municipalities, OTBs and individuals who take appropriate action through spots, interviews on programs, and news reports. Mass media can be used as a powerful reinforcer of behavior.</p>

Economic Growth			
Inter-Action	Capacity Building	Participation for Local Environmental Action	Mass Communication
<p>1) Develop (or reproduce) a systematic, integrated technology transfer methodology and tools.</p> <p>2) Develop a package of information (brochures or pamphlets) that provide information about sustainable resource management and cleaner production techniques resources (technical assistance and training) and distribute them through the Rural Finance Services (RFS) and DDCPs Popular Participation Support Fund when lenders receive their loans. Both are providing financing to local organizations, groups, and individuals (<i>Mancomunidades</i>, municipalities, farmers, etc.) for activities that involve natural resource management.</p> <p>3) Distribute Communication and Social Marketing for Behavior Change 'Suitcases' to the central and regional MAPA and RFS Project Offices.</p>	<p>1) Conduct TOT for Partners, in coordination with other SO Teams, on the use of appropriate Communication Toolboxes.</p> <p>2) Develop and provide training and support to a Communication Unit within the Foundation for Agriculture Technology Development for the Valleys (FDTA). The Unit would create demand for, strengthen, and accelerate the adoption of sustainable natural resource management and other technologies promoted by the Foundation.</p> <p>3) Conduct short 2-4 hours) training/public relations sessions for RFS lenders and DDCPs Popular Participation Support Fund on sustainable development, agriculture, agroforestry, and cleaner production practices and their <u>economic benefits</u>. As part of the training/public relations, ask lenders to distribute the information packets described in Inter-Action to the people who obtain loans.</p>	<p>1) Develop (or reproduce) and implement Communication Toolboxes. Toolboxes that would particularly useful to this SO Team include:</p> <p><i>Safe Pesticide Use Communication Toolbox</i></p> <p><i>Watershed & Water Management Communication Toolbox</i></p> <p><i>Communication for ACTION Toolbox</i></p>	<p>1) As part of the national Sustainable Development and Environmental Awareness and Media Advocacy Campaign, promote and illustrate the cost-benefit relationship of sustainable natural resource management and cleaner production with national, municipal, and family economies and well being.</p> <p>2) In areas where MAPA, RFS, and FDTA are working, use local radio (integrated and coordinated with training, extension visits, and other face-to-face communication, print materials, and other activities) to:</p> <p>Promote sustainable resource management and its economic benefits;</p> <p>Create demand for technologies and technical assistance; and</p> <p>Provide timely reminders throughout the agricultural cycle of the specific actions farmers can take to increase their production through sustainable agriculture practices.</p>

Health			
Inter-Action	Capacity Building	Participation for Local Environmental Action	Mass Communication
<p>1) Strengthen the link between the effects of environmental pollution & poor natural resource management on maternal-child and community health through on-going networking, exchange, and collaboration. For example:</p> <p>1) Develop a data base/MIS of the management of hospital waste in Bolivia's hospitals and health centers. (CPTS, REDESMA, MOH)</p> <p>2) Develop a data base/MIS on the pesticide intoxication cases seen and treated in health centers and hospitals that can be used by government decision-makers, the MOH, donors, and NGOs to assist in promoting appropriate pesticide use.</p> <p>3) Explore other CPTS / Health / REDESMA links such as tuberculosis and mining production and maternal-child lead and arsenic poisoning.</p> <p>4) Distribute Environmental Communication and Social Marketing for Behavior Change 'Suitcases' to the central and regional Health Team Partner's offices.</p>	<p>1) Conduct TOT for Partners, in coordination with other SO Teams, on the use of appropriate Communication Toolboxes.</p> <p>2) Integrate EE&C into staff training and community-level outreach of the Project for Integral Health (PROSIN) and other Health Partners. EE&C training would integrate the relationship between human health and the health of natural resources/biodiversity. Special emphasis would be placed on the impact of environmental pollution on maternal child and community health, namely: tuberculosis as a result of mining activities (as well as nutritional factors), arsenic poisoning caused by mining in <i>Oruro</i> and <i>El Alto</i>, mercury poisoning caused in some gold mining, and pesticide poisoning from farming and vector control.</p> <p>3) Provide information, training, and support to the Center of Investigation, Education, and Services (CIES) & REDESMA on toxic substances and their appropriate and safe use, storage, and disposal.</p>	<p>1) Develop (or reproduce) and implement EE&C Toolboxes, particularly the <i>Safe Pesticide Use Communication Toolbox</i>. Other Toolboxes that would be useful to this SO Team include:</p> <p><i>Municipal Cleaner Production Communication Toolbox</i></p> <p><i>Communication for ACTION Toolbox</i></p> <p><i>Watershed & Water Management Communication Toolbox</i></p> <p><i>Awards Scheme Toolbox</i></p> <p>2) Develop and strengthen the environmental messages and outreach activities of the MOH/Bolivian military 'Sentinel Program'. This is a cost-effective way to reach large numbers of people from communities throughout Bolivia with attractive, relevant messages about the way that natural resource management affects maternal-child and community health.</p>	<p>1) As part of the national Sustainable Development and Environmental Awareness and Media Advocacy Campaign, promote and illustrate the link between sustainable environmental management and family income and well being, especially the relation to family health.</p> <p>2) National and local radio and media advocacy can raise awareness of the impact of inappropriate pesticide use on the environment and family health.</p> <p>Specifically, mass media can reduce the demand for pesticides in vector control.</p> <p>Mass media can also increase the appropriate and safe use of less toxic pesticides for agricultural purposes by providing timely reminders of specific pesticide application technologies during the times of most frequent pesticide usage (according to agricultural cycles).</p>

Counternarcotics			
Inter-Action	Capacity Building	Participation for Local Environmental Action	Mass Communication
<p>1) Conduct an EE&C Assessment specifically for this SO and develop a Unified EE&C Strategy for the Alternative Development Program that links with the Environment and other SO Teams.</p> <p>2) Strengthen networking, exchange, collaboration and coordination with other SOs involved in technology transfer, specifically Economic Growth, (Market Access and Poverty Alleviation - MAPA), and Food Security NGO partners.</p> <p>3) Develop (or reproduce) and implement a systematic, integrated technology transfer methodology and the education and communication needed to promote and implement it.</p> <p>4) Coordinate with the Unified EE&C Strategy Fire Prevention Program methods, tools, and materials.</p> <p>5) Distribute Communication and Social Marketing for Behavior Change 'Suitcases' to the central and local Jatun Sach'a and CONCADE offices.</p>	<p>1) Conduct TOT for Partners, in coordination with other SO Teams, on the use of appropriate Communication Toolboxes.</p> <p>2) Train SO partners in communication for behavior change through skills-based training and guided practice, specifically those skills related to:</p> <p>EE&C/Technology Transfer Process: assess, plan, pretest and revise, implement, and monitor/evaluate.</p> <p>Starting with Behavior – a participatory process for planning and monitoring the adoption of new behaviors. (Communication For Action Toolbox).</p> <p>Social marketing and promotional materials design.</p> <p>Interpersonal communication techniques.</p>	<p>1) Explore the role of community-based eco-tourism as a development alternative and the communication and social marketing needed to promote and support it.</p> <p>2) Develop (or reproduce) and implement Communication Toolboxes, specifically the Communication for ACTION Toolbox and the Safe Pesticide Use Communication Toolbox.</p> <p>Other toolboxes that would be useful to this SO include:</p> <p>Municipal Environmental Action Toolbox</p> <p>Awards Scheme Toolbox</p> <p>Watershed & Water Management Communication Toolbox</p> <p>Fire Prevention Communication Toolbox</p>	<p>1) Significantly strengthen the use of local radio (i.e., coordinate and integrate with alternative development services, training, print materials and other activities) to:</p> <p>Increase awareness of the accomplishments and successes of the alternative development projects and technologies.</p> <p>Increase support and demand for alternative development technologies, emphasizing the benefits they provide.</p> <p>Provide timely reminders throughout the agricultural and agro-forestry cycles of the specific actions farmers should take to increase their production through sustainable practices.</p> <p>Reinforce the positive actions of individuals (men and women), groups, and municipalities through spots, interviews on programs, and news reports. Mass media can be a powerful reinforcer of behavior.</p>

Food Security			
Inter-Action	Capacity Building	Participation for Local Environmental Action	Mass Communication
<p>1) Conduct a Technology Transfer Round Table Workshop with the SO Team Partners involved in technology transfer to share technologies, methodologies, tools, and materials.</p> <p>2) Develop (or reproduce) and implement a systematic, integrated technology transfer methodology and the education and communication needed to promote and implement it.</p> <p>3) Strengthen networking, exchange and coordination among PROMETA, LIDEMA and other environmental NGOs working in the food security areas between <i>La Paz</i> and <i>Tarija</i>.</p> <p>4) Coordinate with the Unified EE&C Strategy Fire Prevention Program methods, tools, and materials.</p> <p>5) Distribute Communication and Social Marketing for Behavior Change 'Suitcases' to the central and local offices of the NGOs.</p>	<p>1) Conduct TOT for Partners, in coordination with other SO Teams, on the use of the appropriate Communication Toolboxes.</p> <p>2) Conduct skills-based training with guided practice to the NGOs selected to implement the Food Security program in EE&C skills, specifically: Communication and Technology Transfer Process: Assess, plan, pretest and revise, implement, and monitor/evaluate.</p> <p>Starting with Behavior – a participatory process for planning and monitoring the adoption of new behaviors. (Communication for Action Toolbox)</p> <p>The Environmental Awards Scheme - a participatory methodology to increase environmental action in a wide range of stakeholders within a municipality.</p> <p>Social marketing and promotional materials design.</p>	<p>1) Develop (or reproduce) and implement EE&C Toolboxes, particularly the Communication for Action Toolbox and the Environmental Awards Scheme Toolbox.</p> <p>Other toolboxes that would be useful to this SO Team include:</p> <p>Municipal Environmental Action Toolbox</p> <p>Municipal Cleaner Production Communication Toolbox</p> <p>Safe Pesticide Use Communication Toolbox</p> <p>Watershed and Water Resource Management Communication Toolbox</p> <p>Fire Prevention Communication Toolbox.</p>	<p>Develop a communication strategy that uses local radio (coordinated and integrated with services, training, print materials and other activities) to:</p> <p>Increase awareness of community natural resource management issues such as watershed, agricultural production, and grazing management.</p> <p>Increase support and demand for community natural resource management technologies, emphasizing the benefits they provide.</p> <p>Provide timely reminders throughout the agricultural and agro-forestry cycles of the specific actions people should take for sustainable community resource management.</p> <p>Reinforce the positive community resource management actions of individuals (men and women), groups, and municipalities through spots, interviews on programs, and news reports. Mass media can be a powerful reinforcer of behavior.</p>



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